

Met:

Nolan: I bought my first laptop from the Apple through its online store. It shipped on time and provided everything that I needed. The product was neatly packed and organized. I was very pleased with the delivery and product quality, but nothing extraordinary came from this transaction. This laptop has been with me for 3 years and has not experienced any problems. I feel Apple has given me a valuable and durable product. I will buy again from them.

Exceeded:

Nolan: I was shopping in store that sold bath bombs and I had no idea what bath bombs were. So the representative gave me the full spiel on what they were and how it's good for me. She allowed me to try it out by demonstrating the product with a bucket of water. After purchasing some bath bombs, she gave me some of their products for free to try out at home. I got \$10 worth of merchandise for free! When walking out of the store, I felt like I had stolen something or got a really good deal. I will return to that store and will tell all my friends about my great service there.

Not Met:

Nolan: I was at Futureshop looking for a new TV. When I walked in, no one approached me or even said acknowledged my existence. After 20 minutes of looking around, I became infuriated with the store and its personnel. Even though I saw the TV that I wanted, I didn't buy it from that store and bought a comparable one at Best Buy down the street. I will never return to that store.

2. Memory Express

- a. Memory Express is a retail chain operating in Calgary, Winnipeg, and Edmonton. They sell consumer electronics and computer services, but also cater to businesses as well. There are about 20 to 30 employees per store. Their mission is to "create customers for life" and focuses on excellent customer service.

b) Create a Constancy of Purpose

This point emphasizes companies to focus on being competitive and the best at what they do, and by doing this profits will follow.

Currently, Memory Express focuses on customer relationships. They take their time with customers, ensuring all needs are realized and met. Customers are then provided with a positive experience and will more likely return for future sales. This strategy will help fuel repeat sales.

Cease mass inspection:

This point says that if variation of quality is reduced, then there will be less need for mass inspection.

At Memory Express, every computer that they build for customers is tested before given to the customer. Due to the nature of the business, it is difficult to ensure a customized computer will be working everytime it is built, and therefore it is necessary to test each system that is rolled out. It is possible to eliminate the testing phase, however, Memory Express will risk unhappy customers returning with a defective computer.

Institute Training on the Job:

This point says that if employees are properly and adequately trained, there will be less variation in quality of the service or products.

At Memory Express, employees are trained to use Memory Express' point-of-sale systems and are briefed on how to deal with every customer when they come in. There is a standard

Constantly Improve the System

This point emphasizes the need to continually improve processes to reduce variation.

Memory Express is a service that is experiencing rapid growth. They currently have a high demand for their service, but they don't have the capacity to provide all their customers with excellent service. Customers are finding that there are usually long waiting times (due to customer representatives spending quality time with each individual customer). This will cause customers to balk or renege, thus reducing Memory Express' goodwill. What Memory Express can do is start an appointment system to schedule in customers. This will help with the long queues.

Eliminate Work Standards

This point emphasizes that having quotas and work standards can lead to greater variation in quality.

Employees at Memory Express are paid on commission. Sometimes, an employee will sell a computer part to a customer mainly due to the fact that its commission is greater than say another competitor's product, even though the competitor's product might be of more value for the customer. This could be an issue because the customer may find this out and end up returning it for the other product. What Memory Express should do is instead of commission, pay a wage plus any bonuses for his/her customer service and sales level.

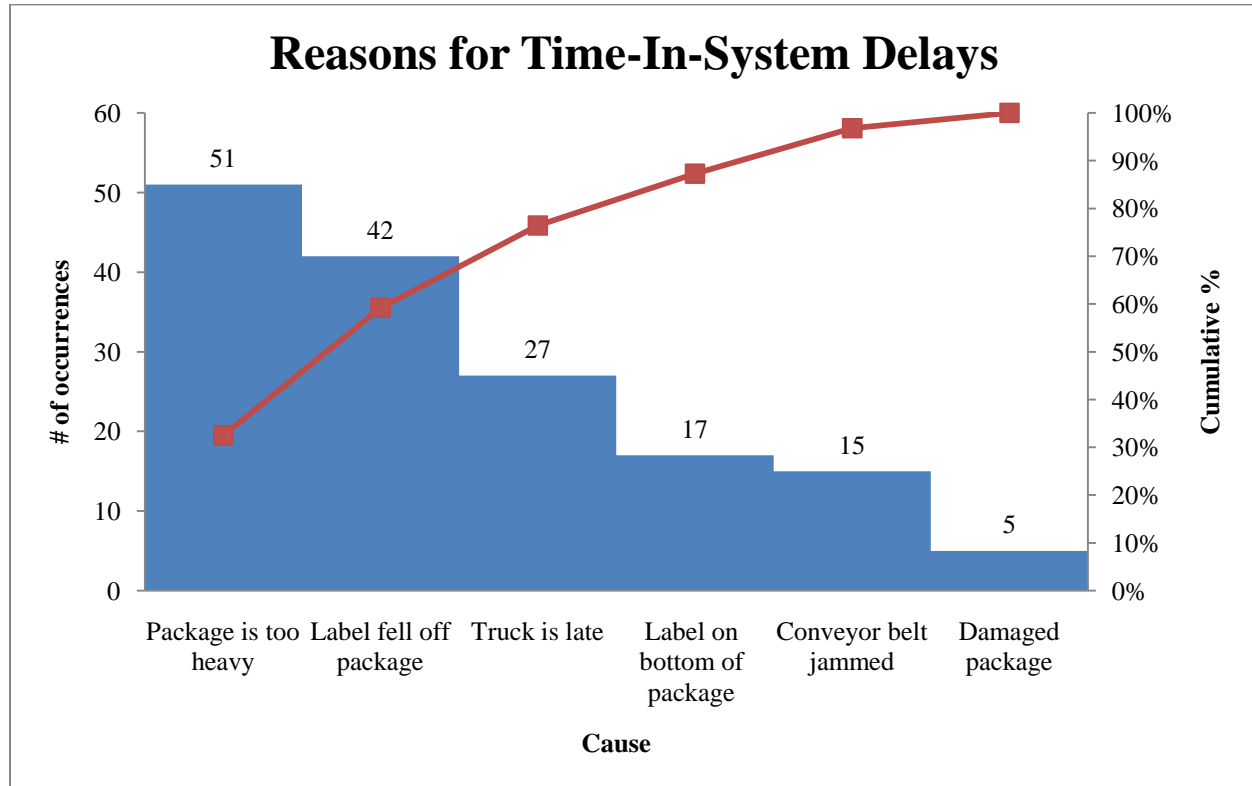
- c) Improving quality may lead to some sacrifices by Memory Express: increased costs, upset customers, lower sales. Let's say they wanted to ensure that they want to ensure that every customer that walks in doesn't balk or renege; they will need to hire more staff on hand to deal with the influx of customers, but will increase overhead costs for the company. Hopefully this can be offset by increased sales and revenue.

Table 1.1 - Causes Of Excessive Time-in-System

Cause	Details	# of occurrences	Percentage of Total	Cumulative %
Package is too heavy	It must be re-packed to not exceed the maximum weight	51	32.48%	32.48%
Label fell off package	Package goes "round and round" conveyor system	42	26.75%	59.24%
Truck is late	There is no truck at the dock to put the product on	27	17.20%	76.43%
Label on bottom of package	Scanner can only read sides of packages	17	10.83%	87.26%
Conveyor belt jammed	Conveyor belt stops when a package blocks a route	15	9.55%	96.82%
Damaged package	Package had to be manually repaired before re-entering system	5	3.18%	100.00%
	Total	157		

- a) See Figure 1 for Pareto Analysis graph.
b) To fix the issue of the package being too heavy, we can start charging distributors that ship packages that are too heavy with extra fees, or apply discounts to distributors that ship within a certain package weight range.

To fix the label falling off the package, we can use RFID technology to identify packages. What's great about RFID is that it allows for wireless identification of packages. RFIDs are cheap and are vastly used in distribution centers around the world due to its efficiency compared to the label system. This will ensure that packages are reach the right customer at the right time.



4. 2009 Order of Excellence Award

- Diversicare Canada Management Services Co., Inc.,
Mississauga, Ontario - Quality
- Region of Peel,
Brampton, Ontario - Quality

Quality Award

- ASRC Energy Services Tri Ocean Engineering Ltd.,
Calgary, Alberta - Gold Trophy
- City of Prince George,
Prince George, British Columbia - Gold Trophy
- Manulife Financial - Individual Wealth Management Operations,
Waterloo, Ontario - Gold Trophy
- Ontario Ministry of Northern Development, Mines and Forestry,
Sudbury, Ontario - Gold Award
- Ontario Parks, Ontario Ministry of Natural Resources,
Peterborough, Ontario - Gold Award

OPMA 403 – Quality

Assignment #1

Nolan's Version

- **Pulp and Paper Health and Safety Association,**
North Bay, Ontario - Gold Award
- **City of Dawson Creek,**
Dawson Creek, British Columbia - Silver Award
- **CMA Canada,**
Mississauga, Ontario - Silver Award
- **OTIP RAEO,**
Waterloo, Ontario - Silver Award
- **Social Services Department, Regional Municipality of Durham,**
Whitby, Ontario - Silver Award
- **Revenue Operations & Client Services Branch, Corporate & Quality Service Division, Ontario Ministry of Finance,**
Oshawa, Ontario - Bronze Award

Organizational Quality and Healthy Workplace® Award

- **Ceridian Canada - LifeWorks,**
Markham, Ontario - Bronze Award

Healthy Workplace® Award

- **Calian Technologies Ltd., Business and Technology Services Division,**
Ottawa, Ontario - Gold Trophy
- **College of Registered Nurses of Nova Scotia,**
Halifax, Nova Scotia - Gold Trophy
- **Pfizer Canada Ltd.,**
Kirkland, Quebec - Gold Trophy
- **Region of Peel,**
Brampton, Ontario - Gold Trophy
- **Seaview Manor Corporation,**
Glace Bay, Nova Scotia - Gold Trophy
- **Research In Motion,**
Waterloo, Ontario - Silver Trophy
- **Windsor Regional Hospital,**
Windsor, Ontario - Silver Award

Healthy Workplace® Award for Small Business

OPMA 403 – Quality

Assignment #1

Nolan's Version

- **Centre for Health & Safety Innovation,**
Mississauga, Ontario - Silver Trophy